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Annual report of the Executive Director, 2016: performance and results, including a report on the implementation of the quadrennial comprehensive policy review

Summary

This is the third report to the UNICEF Executive Board on the implementation of the Strategic Plan, 2014-2017. It highlights the results achieved by UNICEF and partners in the outcome areas of the Plan and in organizational efficiency and effectiveness. The report is accompanied by an addendum on the implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system (General Assembly resolution 67/226) and achievements against the Integrated Results and Resources Framework of the Strategic Plan (E/ICEF/2017/6/Add.1), as well as a scorecard and data companion. A draft decision is included in section VII.

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I. Overview

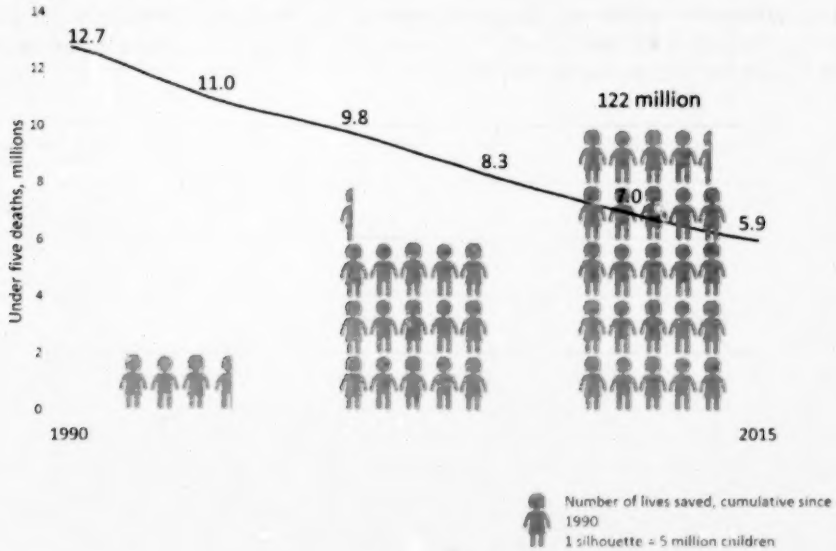
1. 2016 was a year of tremendous challenges. More than 125 million people needed humanitarian assistance as a result of conflict, displacement, natural disasters and profound vulnerability. The Zika virus threatened the well-being of women and children in 75 countries, and El Niño intensified drought in dozens of countries already suffering high levels of malnutrition and food insecurity. Armed conflict continued in Iraq, South Sudan, the Syrian Arab Republic and elsewhere, and the global migration crisis reached proportions not seen since the Second World War. It was the aftermath of that conflict 70 years ago, and the global commitment to protect children from the worst of its consequences, that brought UNICEF into existence. The current crises are stark reminders that while much progress has been made, the need for the organization's work is as great as ever.

2. Moreover, these crises have struck at a time when the global economic and political environments pose challenges of their own, testing the world's commitment to protecting the most vulnerable. Against this backdrop, UNICEF and its partners continued to deliver results in even the most difficult contexts.

Progress and unfinished business

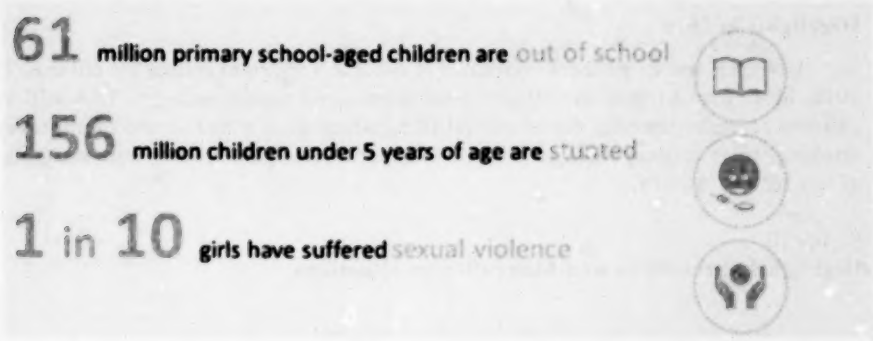
3. The past two decades have seen important progress for children. The number of children who die before their fifth birthday declined from 12.7 million in 1990 to 5.9 million in 2015 (see figure I). The proportion of undernourished children has fallen by almost half since 1990. The primary school net enrolment rate in low- and middle-income countries reached 91 per cent in 2015, up from 83 per cent a decade and half ago, and gender parity in primary education continues to improve. And the number of new HIV infections among children aged 0 to 14 years has declined by more than half since 2010.

Figure I
More children's lives saved



4. Yet while much has been achieved, sharp disparities remain. For example, children in sub-Saharan Africa are 12 times more likely than those in high-income countries to die before the age of five. An estimated 23 per cent of young women aged 20 to 24 years in Latin America and Caribbean were married by the age of 18, compared with 11 per cent in Central and Eastern Europe and the Commonwealth of Independent States. Within countries, too, glaring inequities exist, with children from the poorest households more than twice as likely to be stunted and far less likely to complete school.

Figure II
In spite of recent progress...


61 million primary school-aged children are out of school
156 million children under 5 years of age are stunted
1 in 10 girls have suffered sexual violence

5. These challenges are compounded by the increasing scale and complexity of crises. Approximately 535 million children live in countries affected by conflict, natural disasters, epidemics or other emergencies. Worldwide, 50 million children have been uprooted; 28 million of them have been driven from their homes by violence and conflict, including 11 million as refugees and asylum-seekers. Millions more face violence, exploitation and abuse, including trafficking and sexual violence. Natural disasters and the impact of climate change are being felt all over the world.

6. In most countries, inequality is higher today than a generation ago, including in middle-income countries, where a majority of the world's poor children now live. Some 300 million children are estimated to be living in slums. Rapid demographic shifts and the growing youth bulge in Africa and parts of Asia will require the scaling-up of essential services for children. In short, the obstacles to meeting the commitments enshrined in the 2030 Agenda for Sustainable Development are considerable.

7. Amid these many challenges, UNICEF and its partners were called upon to do more for children, obliging the organization to be more efficient and agile. Through innovative procurement and market-shaping, UNICEF drove down the price of essential commodities for children, resulting in savings of $520 million in 2016 alone. Internal reforms to simplify and modernize operational processes are projected to save $20 million. Further consolidation of the Global Shared Services Centre into a single operations hub will yield further net savings of approximately $25 million. Through these and other reforms, UNICEF continues to deliver value for money and results for children.

8. Continued innovation and accelerated progress will be essential in light of the many ambitious global frameworks shaping the organization's work. The past year marked the first year of the implementation of the wide-ranging global accords reached in 2015: on sustainable development (Sustainable Development Goals);

disaster risk reduction (Third United Nations World Conference on Disaster Risk Reduction); climate change (Paris Agreement under the United Nations Framework Convention on Climate Change); and financing for development (Addis Ababa Action Agenda of the Third International Conference on Financing for Development). The year also saw the finalization of the new quadrennial comprehensive policy review (QCPR) of operational activities for development of the United Nations system (General Assembly resolution 71/243), the New York Declaration for Refugees and Migrants and the New Urban Agenda. Together with the commitments made around the World Humanitarian Summit, these accords provide key directions for the remaining period of the UNICEF Strategic Plan, 2014-2017 and for the development of the Strategic Plan, 2018-2021.

Highlights in 2016

9. UNICEF and its partners continued to achieve important results for children in 2016. More than 61 million children were immunized against measles, 15.6 million children received learning materials and 10.5 million people had access to improved drinking water sources through UNICEF support (see figure III for more examples of key results in 2016).

Figure III
Highlights of results in non-humanitarian situations

10. In humanitarian situations alone, 11.7 million children were reached with formal and non-formal basic education, 2.4 million children were treated for severe acute malnutrition and more than 1.4 million children benefited from cash-based support (see figure IV for more results in humanitarian situations).

Figure IV
Highlights of results in humanitarian action

11. UNICEF enabled more countries to bring innovations to scale in 2016, adopting and using real-time information and empowering young people. Currently,

69 countries use such solutions as RapidPro to strengthen national systems and U-Report to engage youth in meaningful ways that help to inform decision makers. UNICEF also launched the Innovation Fund, which enables targeted investment in portfolios of emerging technologies developed in programme countries.

12. UNICEF launched a new framework to bring together advocacy, communications, fundraising and public engagement efforts around critical issues affecting children. An initial four priority campaigns have been identified: (a) refugee and migrant children; (b) child survival; (c) early childhood development; and (d) ending violence. In addition, UNICEF is developing a strategy to expand its base of supporters for children's causes. The approach is already yielding positive results, reaching key audiences and motivating them to action.

13. UNICEF also continued to generate evidence at the global and regional levels. Key research outputs in 2016 included the impact of cash transfers in Africa; children's use of the internet; and adolescent well-being in low- and middle-income countries. The 2016 Innocenti Report Card analysed inequalities for children in rich countries, demonstrating the universality of inequity among children, while 32 National Committees in the wider UNICEF family advocated with their Governments for policies affecting children.

14. UNICEF further expanded its engagement with corporate partners, leveraging their core business as well as their innovations and advocating for them to uphold child rights. UNICEF also continued to influence global and local markets for children. For example, in partnership with Gavi, the Vaccine Alliance and the Bill & Melinda Gates Foundation, UNICEF helped to harness competitive market forces to reduce the prevailing weighted average price of pentavalent vaccines by half. These savings will have a positive impact on lower-middle-income countries that self-finance vaccine procurement and are home to the world's largest child populations.

15. To further support accountability and the validation of results, a learning package on results-based management was rolled out for over 3,000 staff, strengthening their knowledge and skills for planning, implementation and demonstrating results for children.

16. UNICEF has taken decisive steps to incorporate climate change programming into all country programmes and operations by 2020, with a number already supporting climate change mitigation and adaptation.

17. Section II of the present report highlights additional achievements relating to the seven outcome areas and the two cross-cutting priorities of the Strategic Plan, 2014-2017.

18. As UNICEF enters the final year of the Strategic Plan, 2014-2017, it is engaged in reflection, learning from successes and failures and establishing the foundations for continued work in the years to come through its next strategic plan. In a changing world, with a bold new international agenda, UNICEF remains unwavering in its mission to reach the most disadvantaged children first, wherever they may be.

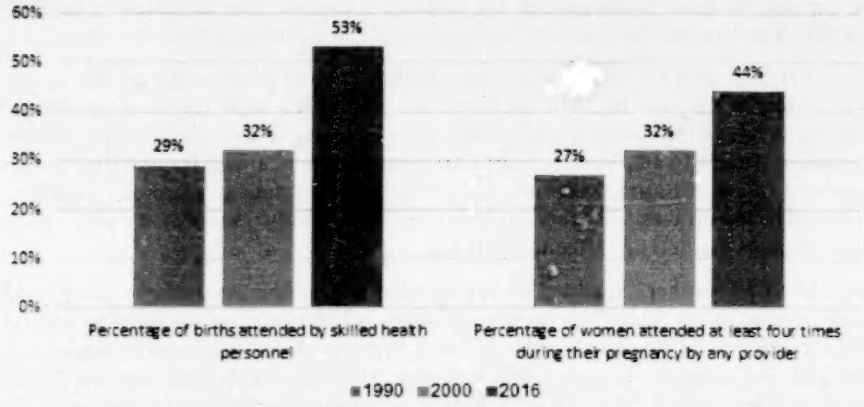
II. Performance under outcome areas of the Strategic Plan

19. UNICEF and its partners continued to deliver significant results for children in the seven outcome areas of the Strategic Plan. The average achievement rate for the 2016 output-level milestones was 89 per cent. Details are provided in a separate scorecard and data companion to the annual report of the Executive Director.

Health

20. Significant progress has been registered in health, particularly in least developed countries with regard to the percentage of births attended by skilled health personnel and of women with at least four antenatal care visits (see figure V).

Figure V
Accelerated progress during pregnancy and delivery in least developed countries



21. Three more countries eliminated maternal and neonatal tetanus in 2016, bringing the total to 41, against the target of 54 by 2017. The world also came closer to the total eradication of polio, registering 37 wild poliovirus cases in small areas of Afghanistan, Nigeria and Pakistan. Gains were also achieved at the output level. In 95 malaria-endemic countries, there were no stock-outs of artemisinin-based combination therapies lasting more than one month at the national level. The district-level monitoring of barriers and bottlenecks related to child survival improved, with 24 countries able to achieve monitoring in 80 per cent or more of targeted districts compared with 18 countries in 2015.

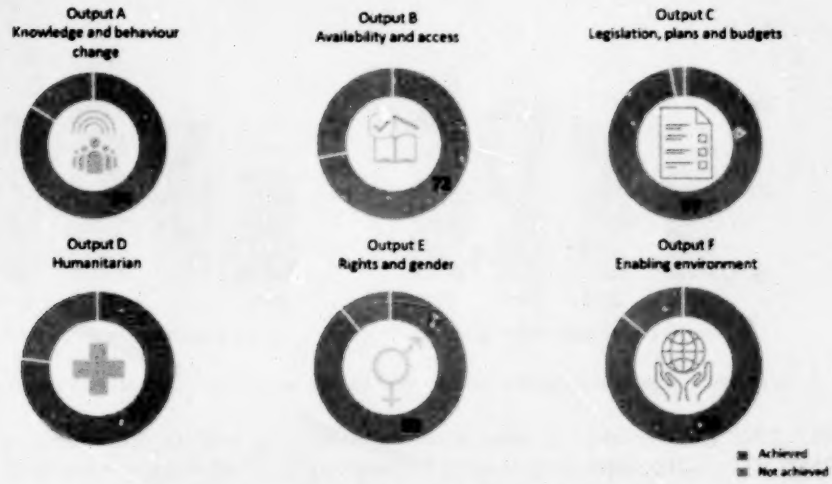
22. In humanitarian situations, UNICEF provided more than a million families with two insecticide-treated nets to combat the spread of malaria and other mosquito-borne diseases. UNICEF and partners continued to support health systems strengthening, for example through training more than 14,000 community health workers in Uganda. UNICEF also supported the multisector response to the Zika outbreak in Latin America, Asia and Africa; cholera outbreaks in Haiti and sub-Saharan Africa; and yellow fever outbreaks in Africa. To improve organizational capacity to prevent, prepare for and respond to such outbreaks, UNICEF and partners launched the Health Emergency Preparedness Initiative. To promote gender equality, 91 countries were supported to prioritize the health needs of adolescent girls in their budgets.

23. UNICEF contributed to several major global health initiatives with partners, including the H6 network for the Global Strategy for Women's, Children's and Adolescents' Health (2016-2030). For example, in Uganda, UNICEF partnered with the H6 network to support the country to leverage the Global Financing Facility in support of Every Woman, Every Child, resulting in a World Bank project worth $110 million. In addition, UNICEF engaged with the Global Fund to Fight AIDS, Tuberculosis and Malaria and the Partners' Forum of the Partnership for Maternal, Newborn and Child Health, among others. UNICEF continued to support the

development of global health infrastructure, including the Global Financing Facility in support of Every Woman, Every Child, and continues to co-chair the Countdown to 2030 for Maternal, Newborn and Child Survival. The engagement of UNICEF with various health partnerships and joint programmes demonstrates its commitment to collaborative approaches, in line with the 2012 QCPR (General Assembly resolution 67/226).

24. Overall, the average achievement rate in health was 85 per cent against the 2016 milestones (see figure VI).

Figure VI
Average output achievement[a] in health, percentage



[a] Achievements are presented according to the results framework of the Strategic Plan, 2014-2017. Output A represents enhanced support for children, families and communities to promote knowledge, behaviour change, demand for services and opportunities for participation; output B represents increased national capacity to ensure availability of and access to services and to strengthen systems; output C represents strengthened political commitment and national capacity to legislate, plan and budget for children; output D represents increased country capacity and delivery of services to protect and provide for children in humanitarian settings; output E represents the increased capacity of Governments and partners, as duty bearers, to identify and respond to specific challenges related to the protection and promotion of children 's rights, gender equality and the empowerment of girls and women; and output F represents the enhanced enabling environment at the global and regional levels to realize child rights.

25. Protracted crises, public health emergencies and a decline in non-earmarked funding continued to constrain greater progress in health-related results.

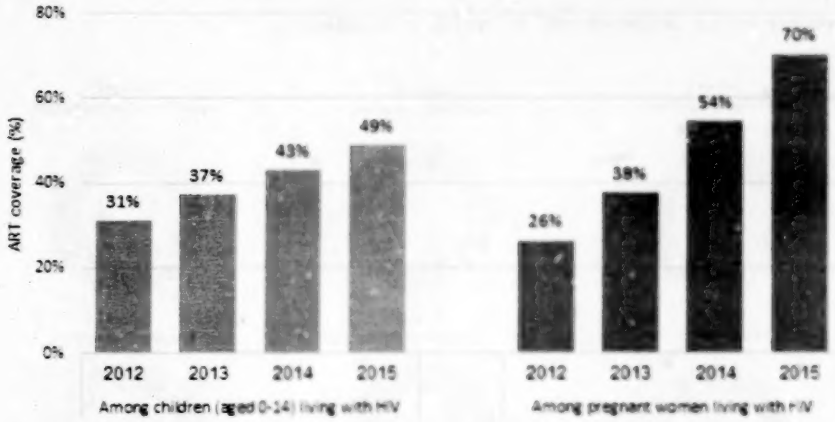
26. Lessons include the need to (a) accelerate health systems strengthening, focusing on removing bottlenecks in the supply chain at the local level; (b) place greater focus on the quality of care through the training of health workers; and (c) strengthen feedback mechanisms through community-facility linkages.

HIV and AIDS

27. Notable progress has been registered against key outcome indicators (see figure VII): the global coverage of services for the prevention mother-to-child transmission of HIV (PMTCT) increased dramatically, from 50 per cent in 2010 to 77 per cent in 2015, and new HIV infections among children under 15 years of age

declined by 51 per cent in the same period. Overall, some 1.6 million new HIV infections among children have been averted since 2000, with Armenia, Belarus, Cuba and Thailand eliminating new infections in 2016. The number of children under 15 years of age on antiretroviral therapy (ART) is also estimated to have doubled, from 450,000 in 2010 to 910,000 in 2016, contributing to a reduction in the number of AIDS-related deaths among children by 44 per cent.

Figure VII
Accelerated progress in antiretroviral therapy coverage[b]



[b] These figures represent estimates that vary year on year as assumption models are improved.

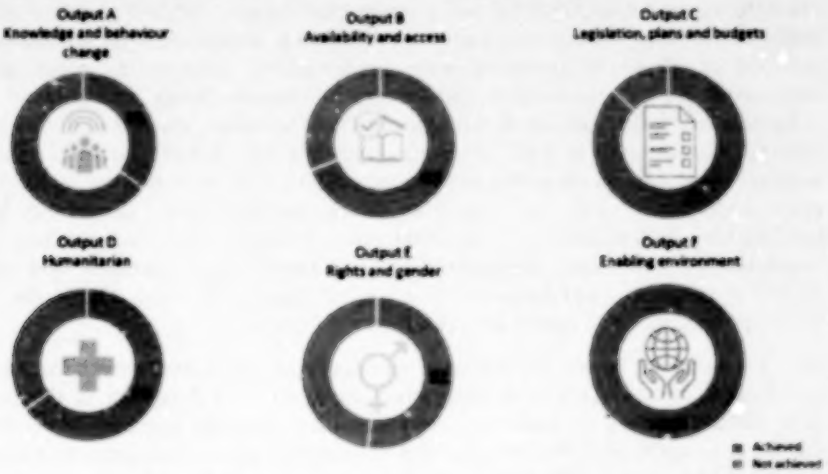
28. UNICEF continued to play a critical leadership role in the scaling-up of PMTCT, including supporting countries to scale up the "test and start" approach for pregnant and lactating women using option B+. In 2016, all 22 priority countries of the Global Plan towards the Elimination of New HIV Infections among Children by 2015 and Keeping Their Mothers Alive: 2011-2015 had fully transitioned to providing ART for life for all pregnant women living with HIV. Twelve of the 22 priority countries reached the target of offering ART for at least 80 per cent of pregnant women living with HIV.

29. In humanitarian situations, notable progress was achieved in the number of HIV-positive children and pregnant women receiving ART, with more than 34,000 pregnant women and about 23,000 children covered in 2016, up from 16,600 women and fewer than 5,000 children in 2015. To promote gender equality, 12 out of 38 Joint United Nations Programme on HIV/AIDS (UNAIDS) priority countries undertook a gender review of their HIV policy.

30. UNICEF maintained its leadership role in major global AIDS-related initiatives, including "All In", the global partnership to end AIDS among adolescents. UNICEF worked with UNAIDS and other partners to develop the Political Declaration on HIV and AIDS: On the Fast Track to Accelerating the Fight against HIV and to Ending the AIDS Epidemic by 2030 (General Assembly resolution 70/266), adopted at the 2016 High-Level Meeting on Ending AIDS. The advocacy of UNICEF resulted in the incorporation of targets for children and young women in the declaration.

31. Overall, the average achievement rate in HIV and AIDS was 71 per cent against the 2016 milestones (see figure VIII).

Figure VIII
Average output achievement[a] in HIV and AIDS, percentage



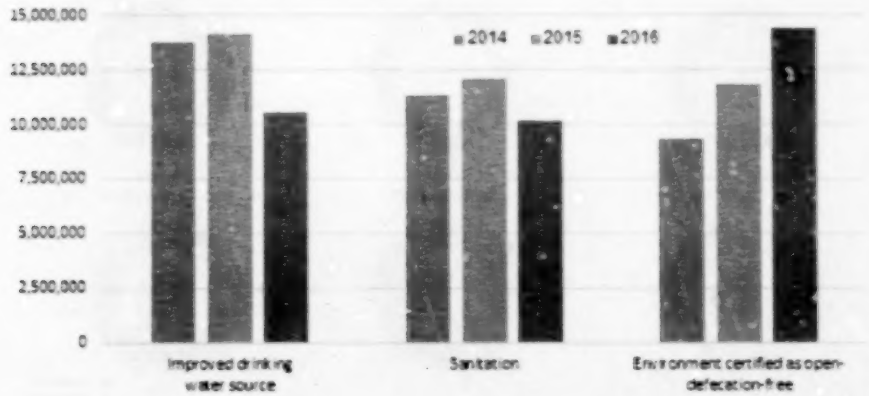
[a] See footnote *a* in figure VI for an explanation of output achievements.

32. UNICEF fell short of several targets in HIV and AIDS, particularly those related to comprehensive knowledge about HIV and AIDS among adolescents and upholding human rights and gender equality in the fight against the pandemic. Accelerated efforts are needed to scale up HIV prevention services for adolescents. An evaluation of UNICEF work in HIV and AIDS also pointed to the rapid and substantial decline in resources for HIV and AIDS. While UNICEF has sought to adapt to dwindling resources and staff, its ability to deliver has been severely curtailed in many settings. The evaluation findings have informed the new UNICEF HIV strategy, which is aimed at developing differentiated responses for various contexts.

Water, sanitation, and hygiene

33. Significant progress was registered against key outcome indicators in 2016, particularly in the improvement of access to drinking water and sanitation and the fight to end open defecation (see figure IX).

Figure IX
Number of additional people with access



34. At the output level, 77 countries were working towards improving access to drinking water for underserved populations, out of a target of 90. In Pakistan, for example, support from UNICEF and partners enabled over 935,000 people to access improved drinking water sources and over 773,000 to access adequate sanitation. By the end of 2016, 38 countries were implementing water-safety plans at the community level; 61 countries had integrated climate change and disaster risk reduction into water, sanitation and hygiene (WASH) sector plans; 34 countries had ensured that more than half of primary schools had WASH facilities meeting national standards; 43 countries were implementing a national strategy to eliminate open defecation; and 68 countries were implementing community-based handwashing programmes on a national scale. Almost 57,000 communities were implementing Community Approaches to Total Sanitation programmes, and nearly 34,000 communities had been certified free of open defecation. WASH facilities were equipped in 1,654 health-care centres in 73 countries.

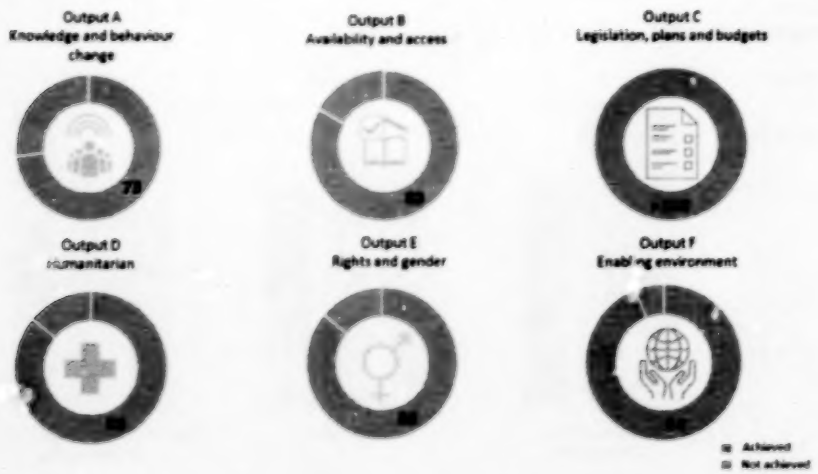
35. Furthermore, almost 29 million people accessed safe water through the support of UNICEF and partners in humanitarian situations — 3.7 million in the Syrian Arab Republic alone — and more than 7 million accessed appropriate sanitation facilities. In addition, UNICEF provided menstrual hygiene management materials to more than a million girls and women in humanitarian crises.

36. To promote gender equality, 30 countries have included menstrual hygiene management targets in WASH-in-schools strategies. In 2016, 7,138 schools were equipped with WASH facilities, benefiting 2.7 million children, more than 1.3 million of whom were girls.

37. UNICEF pursued strategic partnerships with major global WASH initiatives such as Sanitation and Water for All, supporting countries to accelerate action towards the Sustainable Development Goals. UNICEF also continued to lead the global WASH cluster in humanitarian situations.

38. The average achievement rate in WASH was 87 per cent against the 2016 milestones (see figure X). Lessons point to the importance of sustaining behaviour change through continuous community engagement and of strengthening the capacity of the local private sector to provide affordable services.

Figure X
Average output achievement[a] in WASH, percentage

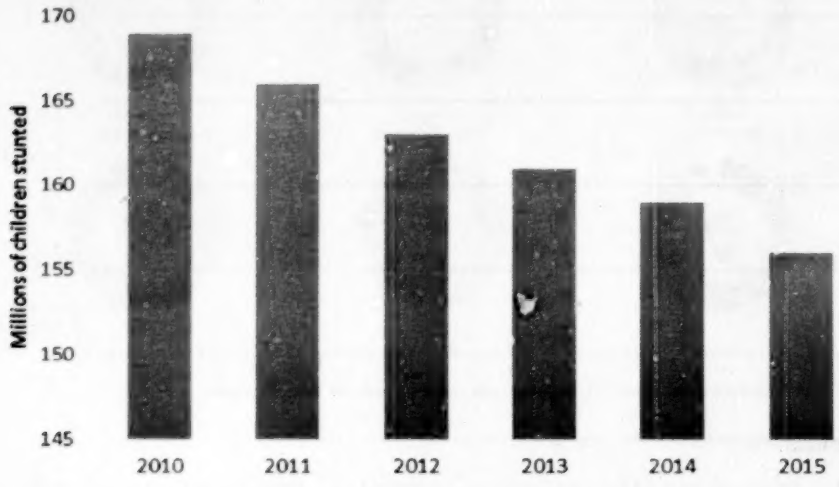


[a] See footnote *a* in figure VI for an explanation of output achievements.

Nutrition

39. Stunting declined by almost 40 per cent between 1990 and 2015, affecting 13 million fewer children in 2015 than in 2010 (see figure XI). Yet the level remained high, with some 156 million children under the age of 5 stunted in 2015.

Figure XI
Accelerated progress in reducing stunting



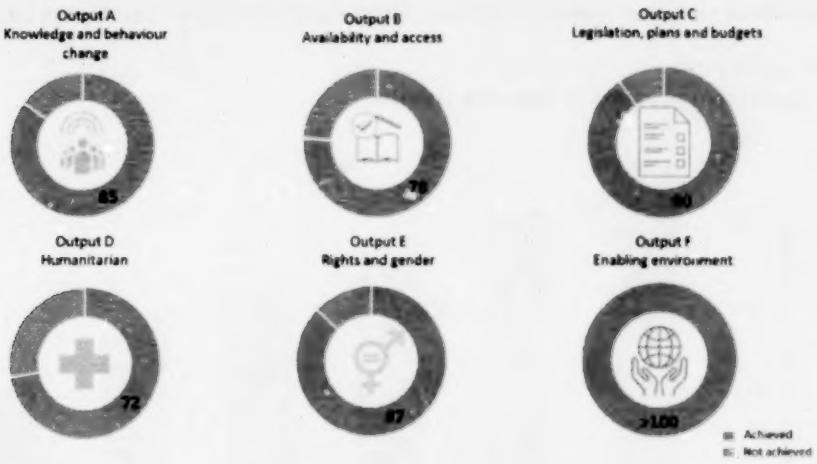
40. In 2016, UNICEF contributed to efforts to further reduce the levels of various forms of malnutrition. In Niger, for example, in partnership with the European Union and with support from non-governmental organizations, UNICEF supported a package of high-impact nutrition interventions, including infant and young child feeding counselling in 20 districts and the training of more than 13,700 community health volunteers.

41. Globally, 3.4 million cases of severe acute malnutrition were treated in 2016. About 250 million children aged 6 to 59 months received two doses of vitamin A supplements and more than 85 per cent of households were consuming iodized salt. Forty-one countries had exclusive breastfeeding rates among infants under 6 months of age that were above 50 per cent, and 96 countries had national information management systems that disaggregated data on nutrition. Counselling on infant and young child feeding was provided to 6.3 million caregivers affected by humanitarian crises, and nearly 800,000 benefited from additional counselling on early childhood development as part of those services. To promote gender equality, 25 countries were supported to undertake a gender review of their nutrition policy.

42. UNICEF continued to play a leading role in the global Scaling Up Nutrition (SUN) Movement and helped to guide the elaboration of a strategy and roadmap for 2016-2020. The Breastfeeding Advocacy Initiative continued to grow, reaching 21 partner organizations. UNICEF also continued to lead the global nutrition cluster in humanitarian situations.

43. The average achievement rate in nutrition was 89 per cent against the 2016 milestones (see figure XII). The full achievement of results was undermined by a number of particularly challenging humanitarian crises. A key lesson from the humanitarian response in the Middle East is to strengthen approaches to addressing severe acute malnutrition and other forms of malnutrition in an integrated manner.

Figure XII
Average output achievement[a] in nutrition, percentage



[a] See footnote *a* in figure VI for an explanation of output achievements.

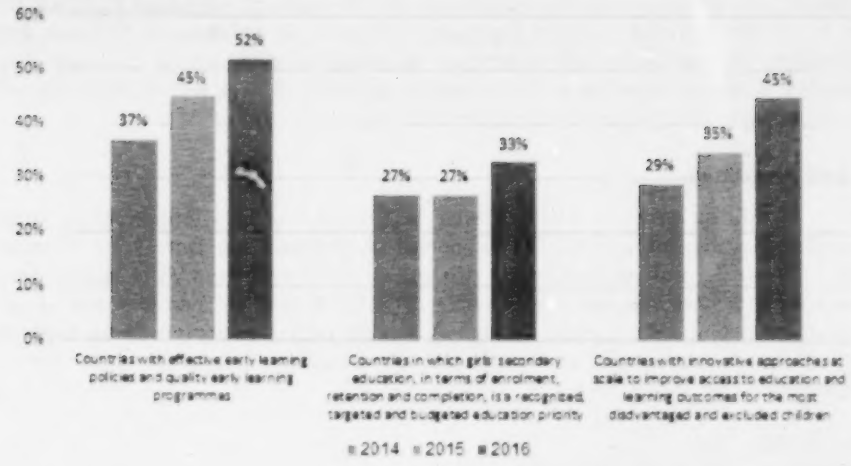
Education

44. Progress was achieved against a number of key outcome indicators in 2016: 78 per cent of children from the poorest quintile attended primary school, compared with 77 per cent in 2015, and 67 per cent of countries saw improved learning outcomes. Yet more than 121 million children of primary and lower-secondary school age remained out of school worldwide.

45. Key output indicators also showed progress at the country level (see figure XIII). In 2016, 52 per cent of countries were implementing effective early learning policies/programmes to promote early childhood development, up from 45 per cent in 2015. In 33 per cent of countries, girls' secondary education was a recognized, targeted and budgeted priority, up from 27 per cent in 2015, and 45 per cent of countries had innovative approaches at-scale to improve access to education and learning outcomes for the most disadvantaged children, compared with 35 per cent in 2015. Between 2014 and 2016, 46.9 million girls and boys were supported with learning materials, over 900,000 classrooms were supplied with learning materials and approximately 135,000 school communities were trained. In the Central African Republic, for example, in partnership with the Global Partnership for Education, UNICEF distributed almost 800,000 textbooks and 12,500 teachers' guides, covering the needs of half the country's teachers and children. To promote gender equality, UNICEF has supported 12 targeted countries to accelerate service expansion for marginalized adolescent girls.

46. In humanitarian situations, more than 11.6 million girls and boys were reached with education materials in 2016, including 1.4 million children in Afghanistan, more than 1.5 million in the Democratic Republic of the Congo and 3.2 million in the Syrian Arab Republic. Globally, more than 400,000 children accessed formal or non-formal early childhood or pre-primary education in humanitarian situations in 2016.

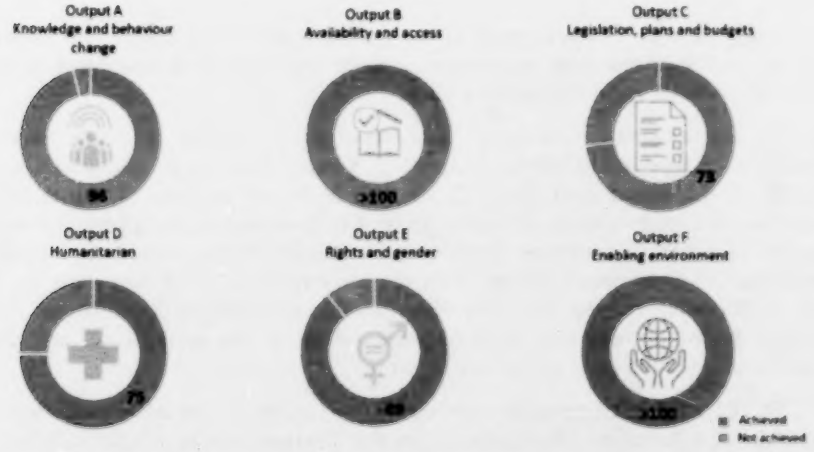
Figure XIII
Selected results in education



47. UNICEF maintained its leadership role in key initiatives, including the Global Partnership for Education and the United Nations Girls' Education Initiative. Building upon lessons learned from the No Lost Generation initiative, UNICEF has been working with a number of partners to champion the cause of children's education in emergencies and protracted crises, notably through the Education Cannot Wait fund, which is aimed at reaching all crisis-affected children and youth with safe, free, quality education by 2030. UNICEF acts as temporary host of the fund. Finally, UNICEF played a leadership role in the work of the Education Commission on the key reforms needed to deliver results. UNICEF also continued to lead the global education cluster in humanitarian situations.

48. The average achievement rate in education was 94 per cent against the 2016 milestones (see figure XIV).

Figure XIV
Average output achievement[a] in education, percentage



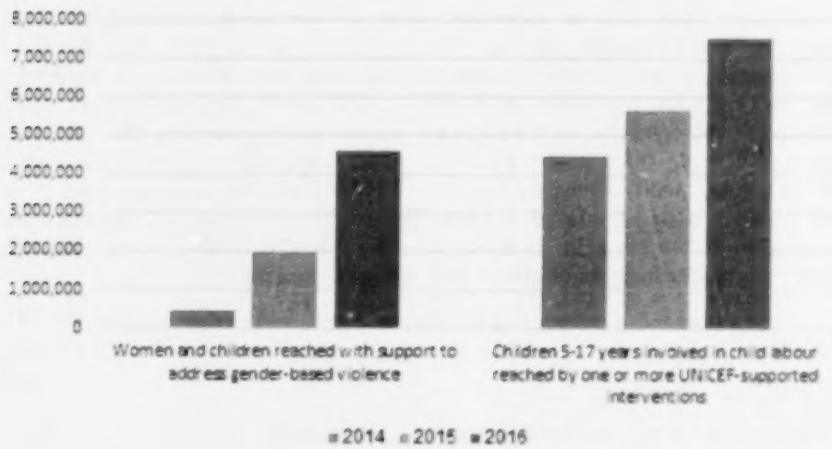
[a] See footnote *a* in figure VI for an explanation of output achievements.

49. A number of particularly challenging humanitarian crises constrained the achievement of results. A key lesson from 2016 concerns reducing equity gaps through risk-informed education strategies. Action research supported by UNICEF in 14 conflict-affected countries highlighted the ways in which social services, and education in particular, can contribute to peacebuilding, social cohesion and stability. Findings show that countries with high levels of inequality in education are twice as likely to experience violent conflict.

Child protection

50. Significant progress was achieved in 2016. Some 12.3 million births were registered as a result of UNICEF-supported programmes, up from 9.7 million in 2015. About 7.5 million children at risk and/or withdrawn from child labour were reached with interventions supported by UNICEF and its partners and about 13 million people were reached through awareness-raising campaigns at the national and global levels as part of the #WeProtect campaign to tackle online sexual exploitation (see figure XV).

Figure XV
Selected results in child protection



51. Progress was also registered at the output level. For example, 22 countries with at least a 25-per-cent prevalence of child marriage have developed national plans or strategies to end the phenomenon.

52. In humanitarian situations, approximately 3 million children received psychosocial support, including 352,000 in Yemen, 311,000 in South Sudan and 300,000 in the Syrian Arab Republic, as well as 96,000 affected by the European migration and refugee crisis. Globally, about 4 million women and children received support to prevent or address gender-based violence. More than 21,100 children were released from armed groups with the support of UNICEF and partners, and over 10,000 were reintegrated with their families and communities. About 33,000 unaccompanied or separated children were placed in alternative care, and about 21,000 reunited with their caregivers or families.

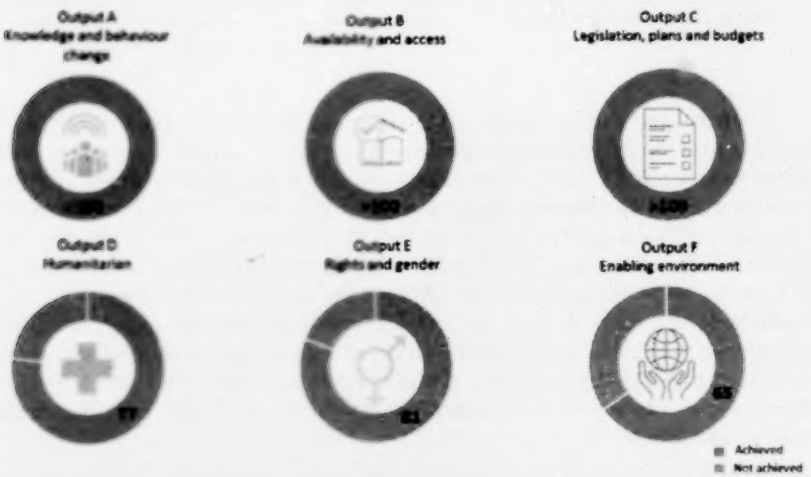
53. In 2016, UNICEF provided assistance to victims of sexual exploitation and abuse in eight countries. For instance, in the Central African Republic, UNICEF supported 233 victims (149 girls, 22 boys and 62 women) of sexual exploitation and abuse perpetrated by peacekeepers and humanitarian aid workers with a package of

assistance, including a range of psychosocial, medical, legal and economic support services. In some cases, this also included support to the families of the victims. In addition, UNICEF reached over 9,000 survivors of different forms of gender-based violence in the Central African Republic with assistance. At the inter-agency level, UNICEF co-chaired, with the Conflict and Discipline Unit of the Department of Field Support, the development of the Uniform Protocol on the Provision of Assistance to Victims of Sexual Exploitation and Abuse.

54. UNICEF continued to pursue strategic partnerships with Special Representatives of the Secretary-General and sister United Nations agencies. UNICEF led the formation of the Global Partnership to End Violence Against Children, and contributed to the Alliance for Child Protection in Humanitarian Action and Global Action to Prevent and Address Trafficking in Persons and the Smuggling of Migrants. It was also active in partnerships on migration with the Office of the United Nations High Commissioner for Refugees, the International Organization for Migration and key National Committees.

55. The average rate of achievement in child protection was 102 per cent against the 2016 milestones (see figure XVI).

Figure XVI
Average output achievement[a] in child protection, percentage



[a] See footnote *a* in figure VI for an explanation of output achievements.

56. Performance against humanitarian targets was affected by the unforeseen scale and scope of crises in 2016, including the European migration and refugee crisis. With regard to the enabling environment, fewer countries than foreseen were able to complete the preparation or revision of their child protection policies; UNICEF is working to increase support in this area.

57. Lessons include the importance of investments in workforce strengthening in all contexts, especially as humanitarian crises continue.

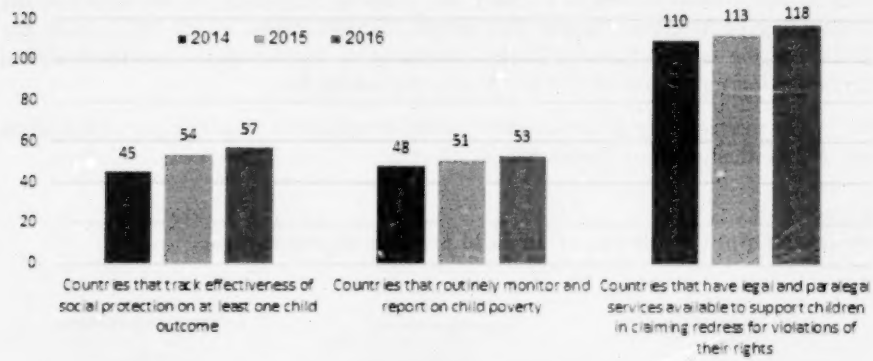
Social inclusion

58. Progress against key outcome indicators is shown by the expansion of social protection programmes for the most vulnerable children. An additional 24 million children benefited from a government cash-transfer programme in 2016, a 15-per-

cent increase from 2015. Brazil and Indonesia are among countries having made tremendous strides in reaching vulnerable children with such programmes.

59. Progress at the output level included an increase in the number of countries that routinely monitor child poverty, from 48 in 2015 to 53 in 2016, and the number of countries with legal or paralegal services aimed at supporting children, from 113 to 118, in the same period (see figure XVII). In humanitarian situations, 38 countries supported the development of sustainable social protection systems, and nearly 1.4 million children benefited from cash-based support.

Figure XVII
Selected results in social inclusion

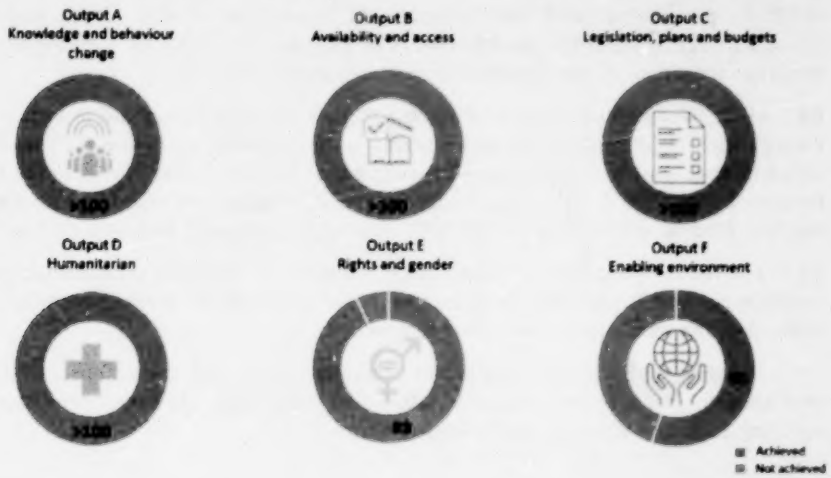


60. UNICEF and partners launched "Putting children first: A policy agenda to end child poverty", with an accompanying technical guide, to help countries to scale up their efforts. UNICEF also collaborated with the World Bank to produce estimates of the number of children living in poverty in 89 countries. The Committee on the Rights of the Child general comment No. 19 (2016) on public budgeting for the realization of children's rights (CRC/C/GC/19) was released, and UNICEF rolled out a course on public financing for children for its staff, responding to an increase in efforts at the country level to help Governments improve public spending on children. UNICEF also led the development of a joint statement of social protection actors to the World Humanitarian Summit, entitled "Leaving no one behind: How linking social protection and humanitarian action can bridge the development-humanitarian divide".

61. UNICEF continued its engagement with key partners to increase the coverage and impact of cash transfers and other social protection programmes, including through the Social Protection Inter-agency Cooperation Board. Collaboration in humanitarian contexts also continued, including with the European Union, the World Food Programme (WFP), the Food and Agricultural Organization of the United Nations, the Department for International Development, the Organization for Economic Cooperation and Development and the German Agency for International Cooperation.

62. The average rate of achievement in social inclusion reached 98 per cent against the 2016 milestones (see figure XVIII).

Figure XVIII
Average output achievement[a] in social inclusion, percentage



[a] See footnote *a* in figure VI for an explanation of output achievements.

63. The low achievement rate for the output on the enabling environment is due to a reduction in the number of peer-reviewed publications in 2016, as UNICEF focused on supporting delivery at the country level and on developing new partnerships.

64. Lessons include the need to further expand capacity for scaling up social protection in humanitarian contexts. The Grand Bargain commits partners to support the strengthening of social protection as a cornerstone of the resilience agenda. This presents a further opportunity for UNICEF to strengthen attention to children through cash transfers and other forms of social protection programing, especially in humanitarian contexts.

Humanitarian action

65. UNICEF responded to 344 humanitarian situations in 108 programme countries in 2016, including system-wide Level 3 responses in Iraq, South Sudan, the Syrian Arab Republic (including neighbouring countries hosting Syrian refugees) and Yemen, while the crisis in north-eastern Nigeria was activated as a UNICEF corporate emergency in August. Overall, the number of countries that saw a UNICEF response in 2016 increased by 11 per cent from 2015. UNICEF also responded to El Niño-related drought and food insecurity in Southern Africa, and to health-related humanitarian crises.

66. Over 235,000 children were treated for severe acute malnutrition in Yemen, while measles vaccinations were provided to 600,000 in South Sudan. The rehabilitation of public WASH infrastructure in Ukraine benefited over 2.5 million people. In the Syrian Arab Republic, 3.2 million children were provided with textbooks, stationery and school bags. In Nigeria, 173,000 children accessed psychosocial services. Grave violations against children in armed conflict, including attacks against schools, hospitals and other civilian structures, required increased attention.

67. To improve its effectiveness in response and build local capacity, UNICEF issued organizational procedures and guidance on preparedness. Capacity was further strengthened through the first joint emergency response simulation with WFP. In partnership with the International Federation of Red Cross and Red Crescent Societies and National Societies in 14 countries, UNICEF developed joint programmes aimed at strengthening community resilience.

68. UNICEF continued to strengthen its internal capacity to respond to large-scale emergencies. Additional surge mechanisms were instituted to enable the rapid and efficient deployment of staff and other personnel. The Emergency Programme Fund remained critical to frontloading resources ahead of donor commitments, serving as the first funding mechanism for UNICEF to respond to rapidly escalating crises.

69. The focus of the No Lost Generation initiative on protection, education, youth engagement and livelihood programmes is an example of intensified efforts to strengthen the humanitarian-development nexus.

70. To stay and deliver results for children under all conditions, UNICEF continued to invest in staff security, safety and well-being. However, challenges to securing access to affected populations remain.

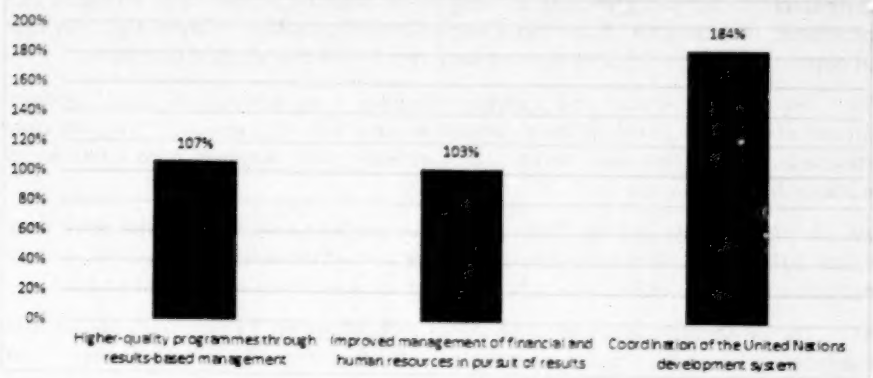
Gender equality

71. In 2016, UNICEF made significant progress in implementing the Gender Action Plan, 2014-2017. Community outreach and advocacy aimed at eliminating child marriage reached 1.7 million people in 12 countries; the UNICEF partnership with national and state Governments in India resulted in 85 million schoolchildren and 23 million out-of-school adolescent girls receiving iron/folic acid supplements, and almost 4 million women and children in humanitarian situations received support to address gender-based violence. UNICEF continued to mainstream gender equality across sectors, and made notable progress in several areas, including maternal, newborn and child health care, community-based education and school accountability systems. Details of results on gender equality and lessons learned are described in the annual report on the implementation of the UNICEF Gender Action Plan, 2014-2017 (E/ICEF/2017/9).

III. Strengthening organizational performance

72. In 2016, UNICEF achieved all Strategic Plan milestones relating to improving organizational efficiency and effectiveness and enhancing results-based management (see figure XIX). Detailed performance data are discussed in the related scorecard and data companion.

Figure XIX
Achievement of results for organizational efficiency and effectiveness



73. In response to 2012 QCPR mandates, UNICEF offices conducted 101 evaluations in 2016, of which 75 per cent met organizational quality standards. The proportion of programme funds expended on evaluations increased from 0.5 per cent in 2015 to 0.8 per cent in 2016, closer to the target of 1 per cent. At the same time, the strengthening of internal systems, including the Results Assessment Module, facilitated closer and more frequent monitoring of country programmes.

74. UNICEF was one of 12 organizations assessed by the Multilateral Organization Performance Assessment Network in the 2015/2016 cycle. UNICEF was rated overall as a "mature and confident organization whose systems, processes and behaviours are fit for purpose according to its mandate and mission".

75. UNICEF continued to demonstrate value for money. In 2016, costs related to management, administration and development effectiveness as a percentage of total organizational expenditure were 9 per cent. Adding the costs of private sector fundraising increases the percentage to 11 percent and remains one of the lowest percentages among the larger United Nations organizations. This was achieved through a persistent focus on achieving efficiency and transparency. UNICEF was ranked as the third most transparent out of 46 major aid organizations worldwide in the 2016 Aid Transparency Index, and was recognized as the organization having made the most significant progress since 2013.

76. UNICEF is one of the largest buyers of supplies for children, procuring over $3.5 billion in supplies and services in 2016. This included $1.7 billion in procurement services, a development cooperation mechanism providing government counterparts and other development partners with access to a wide range of essential supplies for women and children at more affordable prices. In 2016, UNICEF achieved its largest savings to date, some $520 million, through targeted procurement strategies, bringing the savings achieved for UNICEF and partners to approximately $1.5 billion over the past five years. For the sixth year in a row, more than 80 per cent of UNICEF procurement was conducted in collaboration with one or more United Nations agencies.

77. UNICEF also increased local procurement through building the capacity of local markets. For example, 78 per cent of UNICEF suppliers of ready-to-use therapeutic food in 2016 were local manufacturers based in countries with high concentrations of child malnutrition.

78. As part of its human resources management reform, UNICEF took steps to streamline the recruitment process and successfully rolled out a new performance

management system (Achieve). UNICEF continued to strengthen its deployment mechanisms for humanitarian response: 576 personnel were deployed on surge assignment to support humanitarian responses. Standby partnerships provided 247 personnel, including 69 cluster rapid response team members. Ninety-eight per cent of requests for surge capacity support were met within the targeted timeframe.

79. The security of staff and premises remained a top priority; of the 17 country offices assessed in 2016, all were deemed to have met minimum operating security standards. The organization recognizes the many staff members who continue to work in difficult situations.

80. UNICEF continued its efforts to achieve gender parity, in line with provisions of the 2012 QCPR. Women comprised 47 per cent of the workforce in 2016, and 48 per cent of staff at the P-5 level and above, an increase from 46 per cent in 2015.

81. The information and communications technology (ICT) function continued to enhance programme and operational effectiveness. ICT governance was strengthened, including with a new strategy to foster optimal partnerships and improve delivery in such areas as cybersecurity and the online protection of children. There was a smooth transfer of the Global Help Desk to the Global Shared Services Centre in Budapest.

82. UNICEF has been working with other United Nations agencies to simplify and harmonize business processes (2012 QCPR, para. 153) Common approaches were implemented in human resources management (36 country offices), ICT services (47 country offices), financial management (36 country offices) and procurement (80 UNICEF country offices). A total of 120 UNICEF country offices used common services in 2016 (2012 QCPR, paras. 152 and 154).

83. UNICEF offices reported on their 2015 environmental footprint. Offices have begun taking action to reduce their carbon footprint, undertaking energy audits and installing energy-efficient systems. Carbon credits were purchased so that UNICEF was climate neutral in 2015.

84. On system-wide coordination, UNICEF contributed to the preparation of a United Nations Development Assistance Framework (UNDAF) in 25 countries (2012 QCPR, paras. 117 and 119). UNICEF also contributed $4 million in cash and $3.2 million in kind as part of cost sharing for the resident coordinator system (2012 QCPR, para. 128). Five UNICEF staff served as Resident Coordinators in 2016 and eight served on an interim basis. UNICEF representatives served as acting Humanitarian Coordinators in four countries.

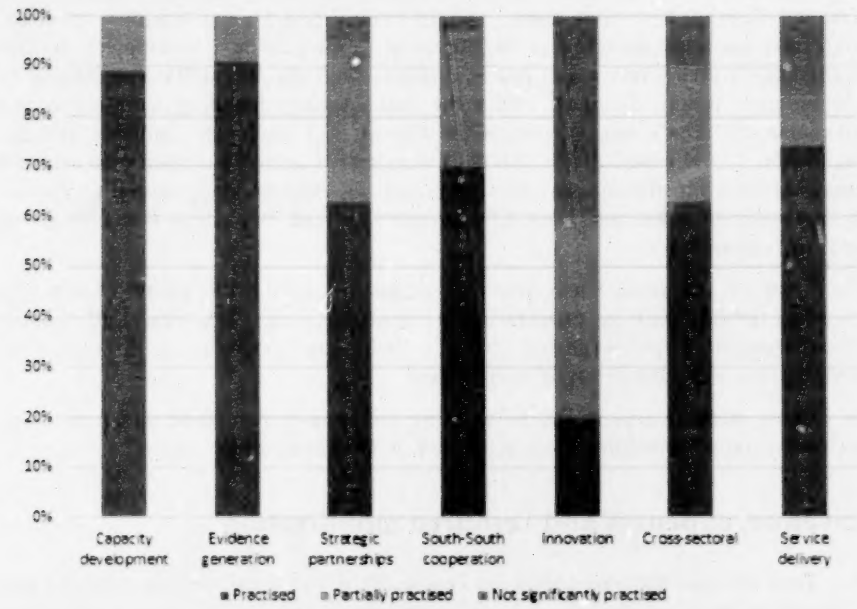
85. UNICEF issued 22 audit reports in 2016, resulting in 304 agreed recommendations to address governance, risk management and control issues. Just three offices had audit recommendations outstanding for more than 18 months at the end of 2016, meeting the milestone of fewer than 10. During the year, 71 investigation cases were closed, 73 per cent of them within nine months of receipt of the allegation. Additional details are provided in Office of Internal Audit and Investigations 2016 annual report to the Executive Board (E/ICEF/2017/AB/L.2).

86. With regard to United Nations reform initiatives, UNICEF focused on adapting key coherence principles to local contexts. UNICEF and United Nations partners worked on new UNDAF guidance, strengthening results groups on the Sustainable Development Goals, increasing the use of joint programming approaches and efforts to harmonize business processes. More work will be needed to take these successes to scale under the 2016 QCPR.

IV. Implementation strategies

87. UNICEF continued to implement a mix of strategies to achieve results, depending upon context. Capacity development and evidence generation were used in all country contexts. Countries in humanitarian situations continued to use service delivery as a key strategy, in combination with others (see figure XX). There is room to expand the use of innovation and cross-sectoral programming in different contexts, as is projected to be reflected in the Strategic Plan, 2018-2021.

Figure XX
Country offices applying implementation strategies



88. Efforts related to data in 2016 included supporting countries and the international community to establish a credible baseline for the Sustainable Development Goals. This involved expanding the content and sources of child-focused data and considerations for additional dimensions of disaggregation, including disability, migration status, urban/rural and wealth status. UNICEF also played a central role in global partnerships and inter-agency mechanisms for standards-setting on data for children.

89. In cooperation with partners, UNICEF offices supported the generation of data on equity gaps through surveys and studies at the country level. Research was conducted to support policy advocacy in all regions. Sixty country offices supported real-time data systems to identify gaps for marginalized and underserved groups, and 93 per cent of country offices supported the use of new technology and social media to share information and evidence.

90. Several communications and advocacy initiatives undertaken in 2016 were highly successful in terms of reach and engagement, including the "Uprooted" campaign on child refugees and migrants, the #EndViolence initiative, the UNICEF 70th-anniversary celebrations and the launch of *The State of the World's Children 2016: A Fair Chance for Every Child*. UNICEF also launched a new global brand strategy and a revamped website.

91. UNICEF continued to strengthen country-level mechanisms for accountability and participation in local decision-making, with a particular focus on the inclusion of marginalized groups. In 2016, 70 per cent of country offices supported communication and participation mechanisms for public engagement to influence country-level plans in favour of children. In addition, UNICEF provided guidance and support to the first cohort of countries to undertake a national Sustainable Development Goals review through a child rights and equity lens. In partnership with sister United Nations agencies, further guidance on the implementation and monitoring of the Goals was provided to country and regional offices and National Committees.

92. UNICEF continued to deepen partnerships for effective programme implementation and advocacy (2012 QCPR, para. 104), working closely with National Committees, civil society organizations and United Nations agencies. Highlights included engaging in the European Consensus on Development, further strengthening coordination and policy dialogue with the World Bank, engaging in humanitarian policy dialogue within the Inter-Agency Standing Committee and advancing children's issues through the Group of Friends for Children and the Sustainable Development Goals. UNICEF also scaled up collaboration with relevant European Union institutions involved in protecting children along migration routes. In humanitarian situations, UNICEF continued to lead or co-lead five clusters or areas of responsibility.

93. UNICEF promoted South-South cooperation (2012 QCPR, paras. 74 and 75), including through regional cooperation mechanisms (para. 148). Nearly all country offices supported the exchange of knowledge and experience through peer consultations and other forms of cooperation.

94. Cross-sectoral approaches to building community resilience and promoting environmental sustainability were addressed in 75 country programmes.

V. Revenue, expenses and resource mobilization[1]

95. Total revenue decreased by 3 per cent in 2016, to $4,884 million (tables 1 and 2). Regular resources increased by 12 per cent, to $1,312 million, while other resources decreased by 7 per cent, to $3,571 million. Consequently, regular resources as a proportion of total revenue rose to 27 per cent.

Table 1
Revenue source and type, 2015 and 2016
(Millions of United States dollars)

Source of revenue	*2015 actual*	*2015 plan*[a]	*2016 actual*	*2016 plan*[b]
Regular resources				
Government[c]	546	630	562	542
Private sector	530	651	629	655
Other revenue[d]	**97**	**80**	**121**	**105**
Total — regular resources	**1 174**	**1 361**	**1 312**	**1 302**
Other resources (regular)				
Government	1 080	1 197	1 098	1 134
Private sector	713	581	656	826

[1] Financial information is unaudited.

Source of revenue	*2015 actual*	*2015 plan*[a]	*2016 actual*	*2016 plan*[b]
Inter-organizational arrangements	262	188	179	268
Subtotal	**2 055**	**1 966**	**1 933**	**2 228**
Other resources (emergency)				
Government	1 396	512	1 313	1 049
Private sector	213	70	159	90
Inter-organizational arrangements	170	155	167	175
Subtotal (rounded)	**1 780**	**737**	**1 639**	**1 315**
Total — other resources	**3 836**	**2 703**	**3 571**	**3 543**
Total revenue (rounded)	**5 010**	**4 064**	**4 884**	**4 845**

Note: Due to rounding, the totals may differ slightly from the sum of the columns.
[a] According to financial estimates provided to the Executive Board in September 2015.
[b] According to financial estimates provided to the Executive Board in September 2016.
[c] Gross regular resources from Governments include income taxes paid by UNICEF on behalf of the citizens of Governments that contribute to regular resources.
[d] Other revenue includes income from interest, procurement services and other sources.

Table 2
Revenue source, 2015 and 2016
(Millions of United States dollars)

Source of revenue	*2015 actual*	*2015 plan*[a]	*2016 actual*	*2016 plan*[b]
Government	3 023	2 339	2 972	2 725
Private sector/non-Government	1 457	1 302	1 445	1 571
Inter-organizational arrangements	432	343	346	443
Other	97	80	121	105
Total revenue	**5 010**	**4 064**	**4 884**	**4 845**

Note: Due to rounding, the totals may differ slightly from the sum of the columns.
[a] According to financial estimates provided to the Executive Board in September 2015.
[b] According to financial estimates provided to the Executive Board in September 2016.

96. Revenue for humanitarian assistance or other resources (emergency), at $1,639 million in 2016, was more than the planned amount, but 8 per cent lower than in 2015. While the humanitarian funding requirement had increased from $2.1 billion in January 2014 to $3.4 billion by December 2016, other resources (emergency) revenue is projected to increase by 15 per cent in 2017 as compared with 2016.

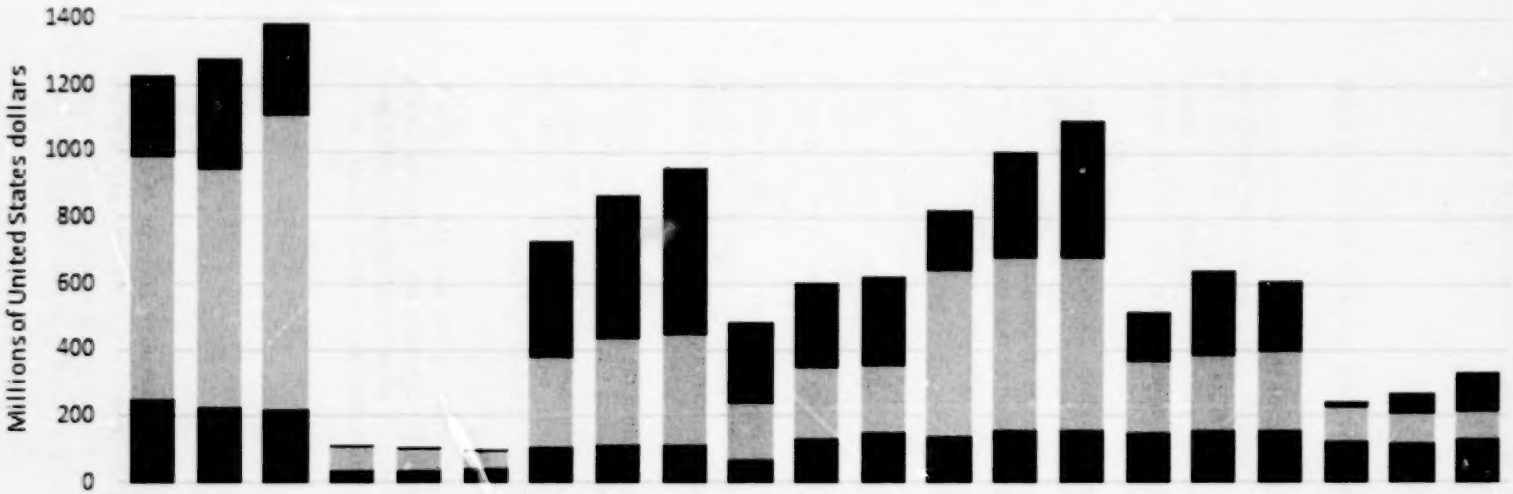
97. The scale and complexity of crises demand a deeper and broader resource base. The need for more flexible funding, as called for by the High-level Panel on Humanitarian Financing and committed to as part of the Grand Bargain, is ever more apparent.

98. In 2016, 151 Governments contributed to UNICEF resources. Total public sector contributions (from Governments, intergovernmental organizations and inter-organizational arrangements), at $3,318 million, were 5 per cent more than planned, but 4 per cent less than in 2015. Private sector contributions (from National Committees, individual donors, non-governmental organizations and foundations), at $1,445 million, were 8 per cent less than planned and 1 per cent less than in 2015.

Expenses

99. The breakdown of programme expense by outcome area reflects the cost of services and consumable goods received by UNICEF as well as programme supplies delivered to programme partners during 2016 (see figure XXI). The programme expense in sub-Saharan Africa was consistent at $2.6 billion in both 2015 and 2016, representing 51 per cent of the total programme expense. The programme expense in least developed countries was also consistent at $2.5 billion in both 2015 and 2016, representing 49 per cent of the total. The programme expense in sub-Saharan Africa from regular resources was 62 per cent of the amount allocated to country programmes. The programme expense in least developed countries from regular resources was also 62 per cent of the amount allocated to country programmes.

Figure XXI
Direct programme assistance by outcome area and resource type, 2014, 2015 and 2016



	Health			HIV and AIDS			WASH			Nutrition			Education			Child protection			Social inclusion			**Total (rounded)**		
	2014	**2015**	**2016**	**2014**	**2015**	**2016**	**2014**	**2015**	**2016**	**2014**	**2015**	**2016**	**2014**	**2015**	**2016**	**2014**	**2015**	**2016**	**2014**	**2015**	**2016**	**2014**	**2015**	**2016**
Regular resources	249	223	221	37	35	39	101	110	113	65	130	151	135	157	155	145	156	155	125	118	128	860	932	962
Other resources (regular)	729	717	886	65	65	55	276	322	329	173	216	199	508	521	521	218	222	240	96	84	86	2 067	2 150	2 315
Other resources (emergency)	250	338	281	4	6	6	349	435	506	245	256	274	182	321	419	150	264	213	21	63	120	1 203	1 685	1 818
Total	1 229	1 278	1 388	107	107	100	727	868	948	484	603	623	826	1 000	1 095	514	643	608	242	266	333	4 130	4 768	5 094

Note: Data as of 7 April 2017. Due to rounding, the totals may differ slightly from the sum of the columns.

100. Details of the Integrated Results and Resources Framework are described in E/ICEF/2017/6/Add.1.

VI. Lessons learned

101. In addition to the outcome-specific lessons cited above, a number of cross-cutting lessons emerged in 2016.

102. A key lesson emerging from the evaluation of the UNICEF response to the Ebola crisis was the importance of resilient capacities and systems for health and social protection at the community level. To address this, UNICEF launched the Health Emergency Preparedness Initiative to strengthen capacity to respond predictably to public health emergencies, in close collaboration with the Centers for Disease Control and Prevention and WHO.

103. The evaluation of the UNICEF Peacebuilding, Education and Advocacy Programme emphasized the need for UNICEF and its partners to strengthen programming by better understanding the root causes of conflict. Results achieved through programme implementation at scale demonstrate that such essential services as education and skills development can make important contributions towards building peaceful, inclusive societies.

104. Lessons learned from recent disease outbreaks point to the importance of evidence-based response that engages local communities, drawing upon anthropological and social data. UNICEF continues to strengthen partnerships to make such data more readily available. This includes the establishment of a social science platform with partners designed to provide more in-depth understanding of local needs and practices. Furthermore, an inter-agency coordination mechanism to streamline communication with communities in humanitarian situations, which was piloted successfully during the recent emergency in Haiti, will be established in the global humanitarian architecture.

105. Gaps in country-level capacity continue to limit the scope, quality, and scale of work on gender equality. Progress on mainstreaming has also been slower than for targeted priorities. In response, UNICEF is launching a gender capacity initiative to boost the knowledge and technical skills of gender and sectoral staff. A focus on priority mainstreaming results will also be articulated in the Gender Action Plan, 2018-2021, in alignment with the Strategic Plan, 2018-2021.

106. Regarding the United Nations working together, in line with the 2012 QCPR, UNICEF continues to deepen partnerships with Governments and within the United Nations development system, particularly with a view to developing integrated approaches for the achievement of the Sustainable Development Goals, in the context of the UNDAF at the national level.

VII. Draft decision

The Executive Board

1. *Takes note* of the annual report of the Executive Director of UNICEF: performance and results for 2016, including the report on the implementation of the quadrennial comprehensive policy review and the Integrated Results and Resources Framework of the UNICEF Strategic Plan, 2014-2017 (E/ICEF/2017/6 and Add.1);

2. *Takes note* of the UNICEF report on the recommendations of the Joint Inspection Unit (E/ICEF/2017/8);

3. *Decides* to transmit the above-mentioned reports to the Economic and Social Council, along with a summary of the comments and guidance of the Executive Board.